

PERSONNEL PROPOSALS RELEVANT TO EXPECTED  
FINDINGS OF PMMP 70's PROJECT

1. Democratization of Personal Relationships and Organizational Responsiveness to New Ideas:

- Some efforts have been made, e.g. MAG and careful selection of CT assignments.
- Other possibilities include:
  - o Extra-curricular meetings (e.g. young SP careerists).
  - o "Assistant To" assignments in offices of senior officials of personnel nominated by Career Services for three to six months. (Law clerk and Congressional intern are examples.)
  - o Recurring attitudinal sampling and task force study of problem areas so identified.
  - o New ideas on creativity and openness in Macomber recommendations.
  - o Review additional ways of making Agency personnel policies, opportunities, benefits and commitments more uniformly applicable to all Agency personnel (instead of present system in which an individual's career situation is often a derivative of his initial assignment).

2. Greater Personal Recognition Through the Compensation and Awards Systems:

- Greater use of CT Program for recognizing promising internals and preparing them for more responsible tasks.
- Establish a uniform Agency policy providing for less TIG per advancement or authorizing two grade promotions (either to GS-09 or to GS-11) for some or all professional employees.
- Institute an annual Agency Awards Program for recognition of outstanding achievement, applicable to employees Grades GS-14 and below. (Recognize retirees, why not careerists?)
  - o Office Ceremony (general attendance) -- top three in each grade.
  - o Agency Ceremony (auditorium) -- top one in each grade from each Office.

- o Award could be one of the Agency's Honor Awards or a new one, plus a three to six months' staff assignment, e.g. in the office of his Career Service Head or Deputy Director (or a three to six months' grant for any approved external training activity or grant). The concept is similar to the Federal Government's outstanding awards to ten civilian employees.
- o Could have fellow careerists participate in selection of candidates within each Career Service (obtain participation and publicity).

3. Better Matching of People and Jobs:

- Based upon annual estimates of promotional headroom during FY 1971-1980 (PMMP 70's), have each Career Service annually estimate the proper balance of clericals, technicals, sub-professionals and professionals needed each year (a) to meet organizational needs in the decade ahead and (b) to keep annual inputs of different skill categories compatible with future opportunities for their effective utilization, i.e. neither over-select or under-select any given skill group.
- Associate related skill groups together in possible combinations of interchangeability, without regard to Career Service lines, to handle reassignment and surplus problems (e.g. different kinds of analysts; editors and report officers; administrative officers and personnel finance or security officers; senior secretary-stenos and info control clerks or cable analysts; and area experts in Intelligence Services and the Clandestine Service). Identify the key qualification and skills required in these various groups at different grade levels and earmark the kinds of extra experiences and training required for employees to move or be moved at given grade levels from one career field to a related one.
- Use such information in the planning experiences needed by employees to rotate within allied career fields as they move up a specialized career ladder towards positions of broader responsibility.
- Emphasize significance of existing programs of position documentation and classification surveys and supplement them with a 7th Floor-directed comparative study by OP, IG, OPPB and inter-Directorate representatives concerning the volume, priority and complexity of the work being performed by officers in the junior, middle and senior grade ranges in the Agency today (versus 10 or 15 years ago).
- Consider increased use of short-term employment (appointment or contract) when the need for career staff status is uncertain or is not apparent.
- Study age/grade groupings in the Agency with respect to ideal correlations in the future.

4. Freeing Up Congestion in the Senior Grades:

- We have utilized several methods (retirement at age 60; provision of discontinued service; identification of marginals in the CS; expansion of out-placement and retirement counseling services; doubling the CIARDS quota, VIP Program, etc.). They have helped but are insufficient.
- After the Career Services determine the difference between promotional spaces available and the promotional headroom needed within the Grades GS-12 through GS-14 during FY 1973-1976 (PMMP 70's), have each Deputy Director recommend and rationalize the number of additional spaces needed, if any, in these grades for the "good of the service." Request the Director to approve as a planning guide the number of additional vacancies that should be opened annually in FY 1973-1976 for the "good of the service."
- Appoint an Inter-Directorate Committee, chaired by the Director of Personnel, to consider specific ways of achieving the quota of desired additional promotional spaces approved as a planning guide by the DCI and to make recommendations to the Executive Committee. Instruct the Inter-Directorate Committee to include but not confine its consideration to: changing the rule on qualifying service for retirement under CIARDS applicable to personnel in the Grades GS-12 and above; invoking the Director's authority for involuntary retirement under CIARDS; identifying surplus personnel (not marginal performers) for transfer anywhere in the Agency by an Agency Reassignment Board (having authority to assign employees to a Directorate without regard to component ceiling for a year); employing selected individuals under contract for two to five years previous to CIARDS or a discontinued service retirement not otherwise available; and authorizing a travel benefit to selected employees eligible to retire prior to age 60. [Obviously, this latter travel authority would have to be approved as necessary for the administration of all employees as determined by the Director or Executive Director under the concept of "good of the service."]
- Consider feasibility of seeking legislation authorizing the Director to retire individuals under CSRS who are not eligible under CIARDS and have a combination of 50 years of age and 20 years of service. The Director's action would be taken for the "good of the service," (similar to the authority exercised by the Director of the FBI).

5. Improve Counseling and Decrease Turnover of Young Personnel:

- It is uneconomical and inefficient to permit most turnover to occur among young people and to keep hiring and training new employees. (This fact is true even though a measure of increased turnover in the higher ranks may be desirable.)

- During the first two years of Agency employment, concentrate upon increased assistance to employees who want out of a misassignment or who want to change their field of career interest after acquiring a familiarity with Agency activities.
- Secure space on the first floor at Langley and the staffing capability to establish an Employees' Service Center, which would be centrally available to employees needing help with personal problems or misassignments. [OP's attrition studies indicate many employees leave because they are unable to obtain assistance; do not know where to turn for help; or are reticent to do so within their immediate offices.]

6. Personal Development of Professionals with Potential to Advance One or More Grades:

- Although Career Services have considered the competitive interests of employees in examining them periodically for assignment, training and promotional purposes, relatively little has been done in a systematic way to conduct quality reviews of all their people and to determine their specific developmental needs.
- Each Career Service could establish its own model of appropriate qualifying experiences and skills needed for initial employment in its area and the desired kinds of training and assignments to be obtained by professionals during the training, journeyman and senior periods of their careers. Each Career Service also could develop a gap sheet for use in identifying how each professional careerist is proceeding pursuant to the norms and what personal gaps, if any, should be filled (e.g. remedial actions or new learning experiences); OP could conclude its experiment with its model and gap sheet and brief the Executive Committee on results and possible uniform implementation of the concept within the Agency.
- Review the adequacy of existing OTR facilities to meet specific personal development and retraining requirements that hopefully will be generated (a) by the Career Services in the PMMP 70's project and (b) by OP's future review of the personnel implications of expected program changes in the 70's.

7. Study the Status, Role and Attitudes of the Silent Majority -- the Agency's "Middle Men:"

- We have been preoccupied with the new recruit, the young trainee, the leader and the retiree largely to the exclusion of the middle man (or middle men), even though they do the main job of the Agency and will provide professional continuity, whether ready or not. For sometime, they have been in lockstep with the slow pace of upper personnel movement, with personal views and work attitudes not clearly perceived.

- Identify the age and occupational characteristics of employees in the middle grades within the Directorates and develop a conceptual understanding of the problems besetting middle men generally in Government and industry today.
- Use study in conjunction with the results of Career Service findings regarding expected future personnel flows in and out of the mid-officer grades (PMMP 70's) as bases for recommendations concerning future personnel management of this group.